

The Allard Group of Companies

2023 Forced and Child Labour Report

This Report is published pursuant to the Canadian *"Fighting Against Forced Labour and Child Labour in Supply Chains Act"* and sets out the steps that the Allard Group of Companies which includes; Allard Contractors Ltd., Allard Sand & Gravel Ltd., Montcalm Aggregates Ltd., Coquitlam Concrete (1993) Ltd., and Allard Air Ltd (together "Allards"), has taken and is continuing to take to combat forced and child labour in our business and supply chains. The Report covers activities for calendar year 2023 through to May 2024.

Introduction

At Allards, we have a zero tolerance for forced and child labour in our business and supply chains. We are committed to acting ethically, with integrity and being transparent about our progress. We are working to put procedures and controls in place to manage the risk and look to report, over time, on our continued efforts.

Our business and supply chain

Allards is a Canadian family owned sand and gravel company that has been in operation since 1945, and has grown to now employ nearly 100 people. We have six aggregate properties that are active and are associated with two ready-mix concrete plants.

We strive to implement the most current safety measures, environmentally-friendly sediment control practices, as well as the most productive business methods available. All of our aggregate operations have accepted reclamation plans that are properly permitted in compliance with extensive environmental and operational requirements.

Policies and due diligence processes

At Allards we strive to conduct all business in a safe and ethical manner, taking into consideration both environmental responsibility as well as strong safety standards. We are committed to working with current and prospective suppliers to ensure a clear understanding and appreciation of the values of ethical business practices.

Our Health, Safety and Environmental Manual describes our expectations of employees in maintaining a safe workplace for both employees and applicable third parties. Each employee must sign that they have reviewed and are aligned with the expectations set forth in the manual.

Purchase order agreements are utilized with each supplier. If a deviation from the terms or a product quality issue is found, Allards is able to engage with suppliers directly to determine the appropriate corrective actions. If suppliers are unwilling or unable to carry out corrective actions, we reserve the right to terminate the business relationship and any agreements with suppliers immediately.

In the instance that there are any grievances, including those involving forced or child labour, detected on site, employees are directed to contact their Operations Manager or Human Resources department. Any subsequent investigations will be conducted by the owners of Allards.

We review all policies and procedures on a regular basis and will continue to do so to reflect our processes, continuous improvement and compliance with relevant laws and regulations.

Forced labour and child labour risks

Allards continues to consider the appropriate ways to assess the risks of exposure to forced or child labour in our operations or supply chain. Plans are underway to thoughtfully engage with our suppliers to better understand processes and due diligence they have in place to combat forced and child labour.

Remediation measures

Allards acknowledges the importance of continuous monitoring to ensure that we maintain a transparent view of risks associated with forced and child labour remain within our operations and supply chains. We will implement any necessary remediation measures should the need arise.

Training

Allards considers the training of our employees to be vital to the safe operations of our organization. Each employee goes through a detailed orientation process before beginning work and must attest to their understanding and acceptance of all materials within the orientation package.

In 2024, we will develop training specific to forced and child labour to be incorporated into the employee orientation, ensuring that all employees are aware of the risks associated with this important issue.

Assessing effectiveness

Allards will identify measures with the goal of reducing the risk of forced and child labour in our operations and supply chain. As we progress through these measures, we intend to assess the effectiveness of preventing and reducing these risks.

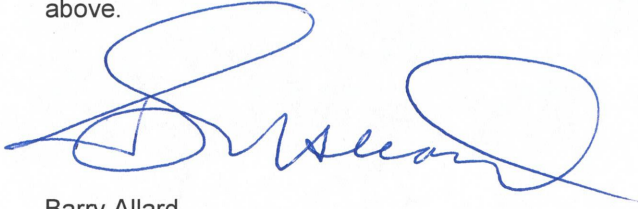
Plans for 2024

In 2024, we plan to undertake the following actions to further deepen and strengthen our work to combat forced and child labour in our business and supply chains:

- Expand our employee training to deepen the understanding of forced and child labour risks in our supply chain.
- Explore ways to measure effectiveness of current forced and child labour risk-mitigation measures.
- Evaluate the appropriate methods to implement further diligence in our contracting with suppliers.

In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity or entities listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true,

accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

A handwritten signature in blue ink, appearing to read 'Barry Allard', with a large, stylized initial 'B'.

Barry Allard
The Allard Group of Companies
President
May 31, 2024

I have authority to bind "The Allard Group of Companies."